THE IMPACT OF EMPLOYEE MOTIVATION ON SERVICE QUALITY. A CASE STUDY OF NETONE CELLULAR ZIMBABWE.

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DEDICATION

This dissertation is dedicated to my lovely parents Mr and Mrs Makotore, my brothers, all my family members and my friends for their unfaltering and visionary support during the hard times encountered when carrying out the research.
ABSTRACT
In this competitive environment, firms exist and function in complex and dynamic environments. The dynamic environments require organizations to develop innovative ways of meeting the needs of the time and closing the gap between goals and actual performance. Most important among the measures taken by organizations, is to deliver quality services to their clients. Delivery of quality services is a key determinant of the survival of organizations. However, the level of achievement of organizational goals including delivery of quality services depends on how well the human resource is motivated. Motivation is something that moves the person to action and continues him the cause of action already initiated. Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently in his position. This study evaluates the impact of employee motivation of service quality. The broad objective of the study was to establish the effects employee motivation in delivering quality service using Netone Cellular Zimbabwe as a case study. The study used primary data to achieve its objectives. Primary data were obtained through questionnaires completed with Netone employees. The study employed survey research design and it was quantitative and qualitative in nature. A sample of 250 employees of Netone was drawn. The findings of the study clearly acknowledged that employee motivation and service quality are positively correlated. The researcher conducted an empirical test on the relationship, SPSS and regression analysis was employed to test the hypothesis. From the empirical examination of the study, it is suggested that employee motivation is a vital consideration for Netone employees in delivering quality service. The researcher then recommends that Netone should engage various motivational tools such as recognition, fringe benefits and conducive working environment which will enhance quality service delivery.
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CHAPTER 1

INTRODUCTION

1.0 Introduction
This chapter introduces the research problem and it forms the back-born of the research study as it outlines the statement of the problem, the main research objectives, the research questions as well as the background to the study which also includes a brief history of the organization. The significance of the study is discussed as well as the assumptions that will be made when carrying out this research.

1.1 Background to the Study
Telecommunications industry in Zimbabwe is dominated by three main players which are Econet Wireless Zimbabwe, state owned Netone and Telecel Zimbabwe. A combined total number of active subscribers for the whole industry estimated to 14,092,104 according to the industry report. Among the three mobile phone operators in Zimbabwe, Econet is the market leader with 53.1% market share while Netone recorded 35.2% market share and Telecel has 11.7% market share as shown below (Techzim, 2017).

Figure 1 Telecom industry market share

![Figure 1 Telecom industry market share](image)

Source: Techzim 2017
Netone cellular, the second biggest player is a company of interest to the Zimbabwe govt. It is one of its parastatals which were formed to provide communication and control access of mobile service.

Netone Zimbabwe was the first mobile phone operator in Zimbabwe; the company was launched in 1996. It is a privately owned company in which the Zimbabwe government has a stake and was formed as a subsidiary of the Posts and Telecommunications Corporation. Service was launched in Harare during the World Solar Summit on September 26, 1996. When it was launched only 500 lines were sold to the public for use. They went on to increase the subscriber base to 2000 and service was eventually moved to Bulawayo the following year. While the company was initially concentrated in major towns such as Bulawayo and Harare, it has managed to install bases to ensure coverage nationwide.

Netone offers a range of products and services but at first it offers internet services which extended to most parts of Zimbabwe in areas such as Matebeleland, Masvingo, Harare and Chitungwiza, Norton and Manicaland. The internet service offered by Netone has been said to be one of the most affordable compared to other operators in the industry such as Econet Wireless Zimbabwe. The Postal and Telecommunication Regulatory Authority (POTRAZ) official Shingirai Marufu said the country now has one of the highest call connection success rates in the world following the promulgation of Statutory Instrument 42 of 2016, which enforces quality of standards.

Telecom industry in Zimbabwe is now providing poor quality services due to the fact that they are ignoring employees who provide service to customers. POTRAZ released a report in April 2018 and in it they disclosed that they fined the three local network operators in Zimbabwe $93,353.24. The fines were of poor quality services and Netone paid penalties amounting to $10,892.89 (Techzim, 2018). Netone subscribers were disenchanted with the network as their data was constantly disappearing. POTRAZ ended up ordering them to reimburse users their data and they complied.

Netone is more focused towards satisfying the needs of customers more efficiently and effectively. It spends amounts of money to create loyalty but often ignore the critical aspect of enhancing employee motivation in order to achieve their financial and non-financial goals. It entered into an agreement for US$45 million loan with the China Exim Bank to fund network
expansion and other modernization projects. This Money was channeled towards not only rolling more base stations in previously uncovered areas to cast out coverage net even wider, but also towards providing its customers with access to the internet.

As compared to marketing campaigns launched by Netone to attract customers or build brand impression, customers are more influenced by employees when they interact with customers. One of the key concepts in marketing is service quality which is an important factor in theory as well as practice. Service quality is difficult in services from manufacturing due to direct interaction of employee and customers which resulted in inconsistency and intangibility of services (Hays and Hill, 1999). They claimed that employee motivation is important determinants of service quality which leads to customer satisfaction.

Netone should focus on employee motivation in order for them to be more productive and gain high degree of customer satisfaction. Employee motivation consists of those tools and techniques which are used by organization to encourage employees in giving their best (Zhang and Bartol, 2010). In addition to this, it also helps in making the workers more effective and efficient (Zhang and Bartol, 2010). Some companies in telecommunication industry in Zimbabwe are now focusing on the techniques of employee motivation in order to gain competitive advantage over other market players (Grant, 2007). Thus the concept of employee motivation also helps in lowering down the rate of employee turnover.

1.2 Statement of the problem

The growing pressure in telecommunications industry to provide quality service and the desire to be ISO certified, has compelled managers to turn their focus more on total quality management to improve on service quality provided by their organizations. Netone is focusing on the external factors such as customer perceived service quality and marketing. Hence, although the quality of services delivered has been empirically studied, it has only been done from the customer perceptions (Koelemeijer, 1993) and not from the employees’ perceptions. In today’s circumstances, with limited resources, organizations are faced with disproportionately more objectives, challenges and opportunities. It would therefore be fair to turn attention to internal issues which are equally important as external issues. Since the ultimate delivery of quality services depends on whether or not the workers of the organization are motivated, an assessment
of the effects of employees’ motivation on the service quality provided by an organization remains a crucial research area.

1.3 Objectives of the study
The broad objective of the study is to explore the perceived implications of employee motivation on service quality provided by Netone Cellular in Zimbabwe.

- To evaluate the perceived level of employee motivation at Netone Cellular pvt ltd.
- To evaluate service quality delivered at Netone Cellular pvt ltd.
- To establish the effects of employee motivation in delivering quality service.

1.4 Hypothesis
The hypothesis states that employee motivation has a significant impact on service quality.

1.5 Significance of the study
The research aimed at analyzing how employee motivation may affect the delivery of quality services in telecommunication industry with the case of Netone cellular. This study is important to various stakeholders who might be interested in the study such as the company, the university and the student.

1.5.1 To the company
The company will be in a position to use the information for decision making. Management will be able to identify what motivate their employees so as to improve service quality. Netone will be able to grasp the concept of employee motivation and service quality and how these concepts add value to the organization. Also, after factoring in the importance of employee motivation, this will act as a tool to fight competition.

1.5.2 To the university
The research is important to the university as it will be used by other students as literature review on employee motivation and service quality. Also the university will use the research findings to investigate whether it is worth to motivate their employees in order to deliver quality education to students.
1.5.3 To the researcher
At the end of the study, the researcher gained experience of carrying out a detailed research hence served as a good foundation for future work. This also helps the researcher to have a clear understanding of the importance of employee motivation in delivering quality services in an organization. The research adds value to the researcher’s knowledge and the quality to merge academic theories with practical procedures of carrying out the study. It also benefited the researcher as the research is a partial fulfillment of the requirement of the Bachelor of Business Studies Honors Degree in Marketing.

1.6 Research Assumptions
The researcher proposes to work with the following assumptions:

- Motivation tends to have a variety of effects on employees’ performance. These effects may be noticed through employee’s behavior such as low productivity and absenteeism.

- Motivation is vital at Netone Cellular in delivering quality service.

- Another assumption will be that understanding the importance and the impact of employee motivation will provide insight into potential ways to improve current programs which were used to motivate employees at Netone Cellular.

- The respondents will give the information that is unbiased and will be willing to participate.

- The assumption that there is going to be a mutual understanding between the researcher and the respondents and that the respondents to the research will be cooperative and hence give a true and factual response.

- Also, assumption will be made that valid and valuable instruments will be used and that the data obtained by the researcher is accurate and hence can be relied upon.

1.7 Delimitations
The study was conducted within the framework of evaluating the impact of employee motivation on service quality from a period (2015-2018). The study was undertaken only in Harare. The study however focused on the employees of Netone at Call centre that is the managerial and non-managerial staff. The total population of employees in Harare was not very large. Consequently, the selected sample size was not large enough for making generalizations about other
departments and other areas, rather the findings can only applicable to employees at the Call Centre. The reason for carrying out this research in the stipulated period is because of inadequate employee motivation which results in poor quality services delivered.

1.8 limitations
Conducting such study are not be carried out without encountering some challenges. One of the limitations of this study is that employees chosen for research will provide erroneous answers to questions posed by the researcher in order to suit their purpose of action. Employees will be unwilling to provide detailed information to prevent being reprimanded by management. Furthermore, the non-co-operative attitude of some of the respondents reduced the number of employees interviewed than originally intended by the researcher. Finally lack of readily organized data on customer responses was a limiting factor, however, in spite of these constraints; all effort was made to come out with thorough research.

1.9 Definition of key terms
**Motivation** is the psychological forces that determine the direction of a person’s level of effort, as well as a person’s persistence in the face of roadblocks or obstacles (SHRM, 2010). In simple terms motivation could operationally be defined as the inner force that drives individuals to achieve personal and organizational goals.

**Service quality**
An assessment of how well a delivered service conforms to the client's expectations. Service quality refers to what customers perceive a product or service to be (Gronroos, 1988). It is the measurement of an organization serves their customers and the outcome of the expectation of the perceived service (Nath and Zheng, 2004).

1.10 Summary
This chapter looked at the introduction to the study. Beginning with introduction and giving a brief background about the area of study as well as stating the problem that led to this study. Also mentioned in this chapter is the significance of this study to the University, and other stakeholders. In this chapter, the researcher has introduced the research topic, highlighted on the research objectives and questions. The statement and background of the problem, significance of study and limitations expected were also discussed. The last section of the chapter covered
definition of terms used in the research. In the next chapter, the researcher will be looking into the literature review and empirical studies relevant for this study.
CHAPTER 2

LITERATURE REVIEW

2.0 Introduction
This chapter is a presentation of key thematic issues that govern the study including the conceptualization of motivation, employees as internal customers of the organization, importance of motivation in an organization and the factors affecting employee motivation. The chapter also includes the description of theoretical framework used to inform the study, the conceptual framework, and lastly the operational definition of variables.

Conceptual framework
2.1 The Motivation concept
The concept “motivation” is derived from a Latin word “movere” which means “to move” (Steers and Porter. 1979). Hence, motivation is basically what moves a person from boredom to interest. Kreitner (1995) define motivation as the psychological process that gives behavior purpose and direction. Islam and Ismail (2008) compare motivation with a steering wheel of a car that directs one’s activities. Franco, Bennett and Kanfer, (2002) on the other hand define motivation as "the willingness to exert and maintain an effort towards organizational goals". Mitchell (1982) describes motivation as those psychological processes that cause the arousal, direction, and persistence of voluntary activities that are goal oriented. Motivation is also defined as an internal drive to satisfy an unsatisfied need (Higgins, 1994). Similarly, Buford et al., (1995) see motivation as a predisposition to behave in a purposive manner to achieve specific, unmet needs.

Others argue motivation as being the efforts of the individual to direct their energy into completing tasks to the absolute best of their ability, so that they can be successful at work (MacMillan. 2007). Bartol and Martin s (1998) definition is based on the recognition that in order to achieve goals, stimulation, energy, focus and commitment over time are all vital. Robins (1993) also recognizes motivation in terms of effort required to achieve a goal and adds that it is conditioned by the effort s ability to satisfy some individual need.
Generally, despite the term "motivation" being able to be used in different ways, it refers to any sort of general drive or inclination to do something. Scholars have further categorized motivation as either external (extrinsic) or internal (intrinsic) (Mitchell and Daniels, 2003). Extrinsic motivation refers to the influence on motivation levels from external factors such as salary increment, compliment remarks and status. On the other hand, intrinsic motivation refers to the drive that comes from inside the person such as pride in making differences or professional growth that comes from performing a given task. Intrinsic motivation is the drive that makes people do certain things in the absence of external motivators (Huddy, 1992).

2.2 Importance of employee motivation in an organization

2.2.1 Employees are internal customers of an organization

Customer satisfaction and quality service has dominated much of the recent literature on service delivery. A client also interchangeably referred to as a customer is a vital and important subject to organizations and businesses. Customer or client refers to those who receive services and products from other personnel or groups of people (Hayes, 1998). Peach (1997) indicates that a customer can be an external or internal customer. The difference between the two is that an internal customer is the worker (employee) in an organization responsible for producing products and receiving materials or services from other workers in the process of making their own products. An external customer on the other hand is the customer or other organization that uses product or service provided from other organization.

According to Jones and Sasser (1995), to survive in highly competitive markets, organizations need to provide high quality services that satisfy the customers and retain them as loyal customers to the organization. To attain sustained excellence, organizations require internal systems that are well aligned to serve the external customer (Deming. 1986). Organizational literature views all employees of an organization as internal customers (Maignan. 1996). This suggests that every employee is both a supplier and a customer to other employees within an organization. Therefore, the quality of service delivered to external customer/clients is largely determined by the quality of service that employees provide each other (Cook, 2000). It further
suggests that the quality of service provided to employees in an organization often determines the quality of service and how well the external customer is served (Osman, et al., 2004). The fundamental belief is that organizations attempting to deliver quality services to their customers must begin by serving the needs of their employees (Schoorman and Schneider, 1988).

Elsewhere (Harvir, 2001) points out that in an increasingly competitive economy, organizations need to attract and retain customers to ensure a solid competitive advantage. To achieve this goal, organizations must focus their energy on developing and sustaining an organizational culture that emphasizes employee well-being as a means to retain their external customers. Goring (2008) also acknowledges that employees are invaluable assets and are directly linked to the delivery of satisfactory services to the customers. Also, Lodth (2007) argue that employees will not bother to pay the necessary attention to customers if they do not believe that their organization cares for them. Consequently, when the employees are dissatisfied, relationships with the customers suffer. Customers are much more likely to receive quality services if the providers of those services within the organization have in turn received excellent services from their employers.

2.2.2 Quality service
Employees are an integral part in the delivery of quality services. They are the bedrock upon which organizational success is achieved. Highly motivated employees possess an awareness of specific goals that must be achieved in certain ways, and they therefore focus their efforts towards achieving such goals (Nel et al., 2001). According to Oluseyi and Ayo (2009), levels of employee performance do not only depend on employee's actual skills, but also on the level of motivation.

2.2.3 New product development
Employee motivation is a critical issue for any organization. For example, productivity and retention of employees are considered as functions of employee motivation (Lord, 2002). Lodth (2007) also point out that much of the new product ideas originate from within the organization rather than coming from the external customers. Hence it is crucial that the internal customer/employee is cared for, and their views and suggestions given equal priority while making decisions. All employers therefore strive to provide all the necessary requirements and good working conditions as strategy of keeping their employees motivated. Nevertheless,
motivation is a complex aspect to manage because employees' aspirations are not always in congruent with what their employers can provide (Lather and Jain, 2005).

2.2.4 Employees create customer satisfaction
Morris (1996) points out that employees create customer satisfaction through providing value to the customer. Hence investment on employees is not a futile decision. A number of scholars have in recent years emphasized the importance of internal service quality (motivation) as one of the key but also least understood determinants in the provision of quality goods and services (Albrecht, 1990; Berry, 1995). Empirical evidence further indicates that there is a positive relationship between employee motivation and customer satisfaction that includes delivery of quality services (Bowen, 1996; Wiley, 1996). Bowen (1996) and Mohr-Jackson (1991) further indicate that favorable perceptions of an organization's human resource management practices can significantly be correlated with customer's perception of quality of the services provided.

2.2.5 Employees can influence customer satisfaction
Elsewhere, Adsit and London (1996) discovered a strong positive relationship between customer satisfaction ratings and employees descriptions of their work environment. This suggests that if poor work environments exist, then the final service to the customer will be diminished. Berry (1981) argued that organizations should strive to provide internal products that satisfy the needs of employees whilst simultaneously promoting the aims of the organization itself. According to Bowen and Johnston (1999) the idea is that if management wants employees to deliver outstanding level of service to customers, then they must be prepared to do a great job with their employees. Chasten (1994) views a successful employee service system as a fundamental component of Total Quality Management (TQM).

2.3 Factors Affecting Employee Motivation
Studies have identifies numerous factors that may affect employee motivation. Dodd- McCue and Wright (1996) for instance identified organizational involvement, locus of control and identification with role as some of the factors that affect employee motivation. Bogg and Cooper (1994) on the other hand, identified stress and involvement in decision making as part of the factors that affect employee motivation. Others have examined procedural justice, emotional
exhaustion, race and education as affecting workers motivation (Wesolowski and Mossholder, 1997).

2.3.1 Lack of a steady employment
Lack of a steady employment or part time employment was found to have a negative impact on the workers motivation by Prause and Dooley (1997). In their study, they discovered that intermittently unemployed workers expressed dissatisfaction with their jobs when compared with the employed and full-year poverty wage workers. It is also discovered that workers are more likely to feel dissatisfaction with jobs that do not afford continuity. This suggests that someone with a history of unemployment is unlikely to have seniority on the job and may feel less satisfied and less familiar with his or her job.

2.3.2 Interaction relationship between employees and management
Wesolowski and Mossholder (1997) examined the interaction relationships between the superiors and subordinates and discovered that subordinates’ perceptions of the interaction affect their attitudes about the job itself. It is further discovered that demographic group identity also has an impact on employee motivation because demographic group identity may bias judgments about the fairness of others' actions.

2.3.3 Fairness
Wesolowski and Mossholder (1997) highlight concerns of fairness as fundamental to many work-related issues. They argue that procedural justice which is defined as the perceived fairness experienced by employees regarding organizational procedures and policies used to make important work decisions as a very important determinant of employee motivation. Wesolowski and Mossholder (1997) explain that if decision makers are courteous, give feedback and opportunities for self-expression, and discuss decision making procedures with the subordinates, the subordinates are going to be more motivated with their jobs. If managers don't exhibit these types of interpersonal treatment because of demographic variations, there is a greater possibility for subordinates to develop perceptions of unfair treatment.
2.3.4 Workplace environment

According to Chandrasekar (2011) the employee’s workplace environment has a major impact on their level of motivation and subsequent performance. Barnard (1997) also says that if organizations want to avoid the intellectual drain caused by the attrition of technically-skilled people, a solution may well be in the design of the work environment. In appraising workplace environment factors, Chandrasekar (2011) identified several factors that are important in motivating employees. He found out that space and facilities required to do the job have a major impact on motivation. He found out that nearly 68% respondents were motivated with space and facilities provided to do the job. He also identifies relationship with superiors as having an important role in employee motivation. He pointed out that superiors act as advocate for employees, gathering and distributing resources needed by the employees in order to do a good job and providing positive encouragement for a job well done.

2.3.5 Equality of treatment

Other factors identified in Chandrasekar (2011) study are equality of treatment at the workplace. He explains that treating employees equally at the workplace motivates them to do their work with full interest. He found out that nearly 52% respondents agreed that they are motivated since they are treated equally at the workplace. Communication system was also found to impact on employee motivation. It was discovered that a formal communication system at the workplace promotes trust and loyalty among employees and encourages better teamwork and relationships. Other factors examined in the study and found to have an effect on employee motivation are interest in work, opportunity to develop special abilities, adequate information, enough authority, sufficient support and equipment, friendly and helpful co-workers, competent supervision, clearly defined responsibility and good remuneration.

2.4 Ways of Boosting Employee Morale

A research by Lindler (1998) identified the following as ways for boosting employee morale: good working conditions, job security, appreciation, good wages, interesting work, personal loyalty to employees, tactful discipline and promotion and growth in the company. Work can be made interesting by being well designed and goal specific. Money in itself cannot guarantee productivity but it can be linked to increase in performance. Managers can appreciate employees
work through feedback, recognition, reward and promotion. The need for appreciation from the managers can be more essential than the need for pay rise for today's employees (Nelson, 2003).

2.4.1 Build employee loyalty
Working conditions determine employee performance and productivity. Instability of employment reflects a change in employers view towards the employment relationship. Loyalty can be done through information and sharing, celebrating success which gives employees a sense of ownership and improve relationship. There should also be tactful discipline to avoid unfair dismissal. Showing interest in employees and their needs can help boost positive relationships. If managers do not know what employees want they also do not know how to improve their morale? Training and development helps in promoting company growth and benefits both employees and the organization

2.4.2 Improve communication
Glanz (2002) developed the CARE Model that assists managers in motivating and boosting employee morale. The acronym CARE stands for creative communication, atmosphere and appreciation, respect and empathy and enthusiasm. Effective communication contributes to a healthy and cooperative work environment. Managers must therefore be open and honest in their communication with employees. Appreciation is a major contribution to motivation of employees. Managers should focus on employees as individuals and therefore treat them with respect. Empathy involves caring for employees' personal needs and providing resources to fulfill these needs. Employes are loyal when this is done and therefore more motivated.

2.4.3 Rewards
Findings done by Linz, Good and Huddeston (2006) on worker morale in Russia indicate that there is a positive relationship between expected rewards of morale among Russian employees with expected monetary rewards exhibiting a greater influence on morale than expected non-monetary rewards. This study also showed a strong correlation between performance assessment and morale as well as attitudes and morale. Managers must constantly access employ needs and understand what they want.
2.5 Theoretical frameworks

This part provides theoretical frameworks within which this study is based and discusses extensively, various motivation theories.

2.5.1 Hierarchy of Needs Theory

Maslow (1943) is well renowned for proposing the Hierarchy Needs Theory. This theory is a classical depiction of human motivation and it extends our understanding of employee motivation by examining the various motivational factors at the workplace. The main proposition of the theory is that people are motivated by a set of five universal needs that must be fulfilled in hierarchical order in which they influence human behavior.

![Figure 2 Maslow’s hierarchy of needs](source)

**Physiological needs**

According to Maslow (1943), physiological needs which include needs such as food, water, shelter and clothing are deemed to be the lowest-level needs in the hierarchy. Maslow (1954) believed that these needs are the most instinctive needs because all needs become secondary until
these needs are met. The importance of these needs in motivation is that so long as physiological needs are not satisfied, they will exist as a driver or motivating force in a person's life. This suggests that people will go extra mile to fulfill their felt needs. In work situations, it is these needs that make people to wake up in the morning and report to work with the anticipation that they will earn income that will enable them satisfy their physiological needs.

**Safety/security needs**

Assuming that physiological needs are fulfilled, the next higher order need becomes the motivating factor. Thus safety needs become the drivers of human behavior. Safety needs include a desire for security, stability, protection, and freedom from fear and anxiety. In the workplace these needs translate into a need for at least a minimum degree of job security; the belief and knowledge that you cannot lose your job on a whim and that expected levels of effort and productivity will sustain your employment.

**Social needs**

Once the safety needs are satisfied, individuals are impelled to seek the next higher order need in the hierarchy (Maslow, 1962, 1987). Therefore social needs become the motivators of human behavior. Human beings have an inherent desire to belong and associate. In the workplace, employees seek to satisfy this need by interacting with one's co-workers and also being able to work collaboratively with colleagues.

**Ego and esteem needs**

After satisfying the social needs, Maslow (1943) argued that the desire to satisfy ego and esteem needs have a motivating effect on the individual. The esteem needs include the desire for self-respect, self-esteem, and esteem of others. When focused from a workplace perspective, these needs would also include the desire for reputation, prestige, status, fame, glory, dominance, recognition, attention, importance and appreciation.
**Self-actualization**

The highest and final need in Maslow’s hierarchy is that of self-actualization. This includes the desire for self-realization, continuous self-development and the process of becoming that entire person is capable of becoming. In the workplace, these needs would translate into the desire for continued training and development, better salaries and adequate allowances. Self-actualization is a desire to become everything one is capable of becoming, (Maslow, 1987).

This theory is relevant for this study in as far as employee motivation is concerned. For example, as far as physiological needs are concerned, the managers should give employees appropriate salaries to purchase the basic necessities of life. This would motivate them to offer their best to the organization. With regard to security needs, the employers should provide workers with job security, safe and clean work environment as well as pleasant retirement benefits. As far as social needs are concerned, management should encourage teamwork and possibly organize social events to motivate the workers. In self-esteem needs, the managers can appreciate and reward employees after accomplishing and surpassing their targets, while in self-actualization needs the management can give employees more challenging tasks in which workers skills and competencies are fully utilized. Growth opportunities can also be provided to the employees to enable them reach their peak.

**2.5.2 Herzberg’s two-factor (motivation-hygiene) theory**

Herzberg (1968) penned another well-known approach which is also known as motivator-hygiene. This theory implies that there are two different sets of factors, hygiene and motivators or satisfiers, which affect individual motivation and job satisfaction (Ott, 1989). Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction.
Motivational factors

Herzberg (1968) discovered that there were certain factors associated with job satisfaction (motivation factors) which are those factors that are related to the content of one’s job and are necessary to maintain a reasonable level of motivation among employees, such as the nature of the work itself, the possibility for growth, responsibility, advancement, recognition and status.

Hygiene factors

A completely different set of factors are associated with dissatisfaction which are referred to as hygiene or maintenance factors. For instance, inadequate monthly salary to employees could cause dissatisfaction at work when hygiene factors are absent, for example when good relations with supervisors and peers, good pay and working conditions, job security and among others are absent (Herzberg et al, 1959; Ott, 1989). However, a high salary would not necessarily cause job satisfaction. Herzberg, (1968) work challenged the central thesis of Taylorism that job satisfaction was one dimensional, ranging along a continuum from satisfaction to dissatisfaction. The hygiene factors, if correct, did not cause any dissatisfaction, neither did they motivate workers. However they were not right, they led to dissatisfaction and exerted negative impact. Thus, supervisors ought to look for the motivators. When management provides employees with the motivators such as recognition, acceptance and responsibility, job satisfaction is obtained and motivation is high. If such factors are not right, job satisfaction and therefore motivation will be
lacking. Hakman and Oldham (1976) agreed that the motivation-hygiene theory by Herzberg has extended Maslow’s hierarchy of need theory and is more directly applicable to the work situation. Herzberg’s theory suggests that if management is to provide positive motivation then attention must be given not only to hygiene factors, but also to motivating factors.

2.6 Service quality
Service quality mainly focuses on meeting customer needs and customer requirements and how well services delivered conforms to customers’ expectations (Gronros, 1984). Perceived quality is defined as the customers’ judgment about the superiority or excellence of a service (Parasuraman et al, 1986). Kotler, (2011) defined service quality on the basis of both the process in which the service is delivered and the outcome perceived by the customer. Gronroos (2012) defines service quality as what customers perceive a product or service to be. According to Mohammad and Alhamadani (2011) service quality as perceived customers definitely indicates what is left of their previous perception of the service quality and the level of their satisfaction with the current performance of the service.

Many conceptualization of service quality therefore begin by addressing the abstract expectations that customers hold in respect to quality as the extent to which perceived level delivery matches up to their initial expectations. As a result, a service which can be said to be mediocre can be considered to be of high quality when assessed against low expectations. Bitner et al (1990) defines quality as the customers’ overall relative inferiority or supremacy of the organization and its services. Parasuraman et al (1985) defines service quality as a global evaluation of the firm’s service delivery system. Customers judge quality according to their perceived level of satisfaction with the service. Service-based definitions equate quality with customer satisfaction as denoted by the formula

$$\text{Satisfaction} = \frac{\text{perceived service}}{\text{expected service}}$$

2.7 Importance of service quality
One of the most contributions in the field of service quality is by Parasuraman et al(1998), which is one of the most popular scales to measure the service quality. Service quality has been described by Parasuraman et al, (1985, 1998 and 1991) the companies need to use technology for gathering data for customer demand and improve service quality if they want to be competitive.
They also said that for a better service quality, it is necessary to understand and take action to the customer’s expectation. Service quality is the understanding of the customers’ and meets their needs accordingly by managing service and delivery to satisfy customers (sidin et al, 2001).

According to Hag and Muhammad (2012), service quality is one of the main elements of customer satisfaction and their aim to buy. It is also one of the considerable strategic weapons for an organization with developing need to facilitate the service quality. Service quality is also considered as an intermediary aspect in evaluating previous and current perception. In telecommunication industry service quality is one of the most important factors to achieve the organization goals, which organization may not be able to succeed in toady global economy as well a competitive. That is why some organization asks customer at the till point to fill online questionnaire of the service they receive during their shopping at the store. Service quality is needed for creating satisfaction and service quality is connected to customer perceptions and customer perceptions (Kabir and Carlsson, 2010)

For Netone to achieve sustainable development goals services are considered as functionally important aspect of an organization, which in today’s world has a very high share in GDP (Shahvediyani, 2011). Service on the hand in every sector has a strong place in sustainability and economic growth.

Service quality is also an important factor for a firm which wants to gain profitability and productivity through the achievement of differential advantage over their rivals (Perez et al, 2007). Through service quality organization will enable to identify their strength and weaknesses to be more successful in delivering goods and services according to customers’ expectations. Seth et al, (2008) propounded that although there is a lot of information available on the service quality in the service industries, but little attention has been given to service quality.

Furthermore, service quality has a significant impact on customer satisfaction as well as a critical component of customer perception about the service (Nhat and Hau, 2007). There is also the tendency that customers are satisfied when their perceived service meets their expectations.

2.8 Service quality models

2.8.1 The Gronroos service quality model

The proper conceptualization of service quality should be customer-based (Gronroos, 1984). The main element in his quality model is the customer’s perceptions of service quality and also,
included are the determinants of what influence service quality. The model emphasizes that the interaction between the seller and the buyer in a service setting is as important as the eventual outcome. The basic principle in his model is that service quality is dependent on the comparison of two variables: the expected service from customers and the actual service as perceived by customers (Gronroos, 1984). The outcome of this comparison process will then be the perceived quality of the service as illustrated on his model. It should be noted however, that this model measures service through performance scores only after recognizing the difficulties in making independent measurements of customer’s expectations.

**Figure 2.3 Gronroos service quality model**

- **EXPECTED QUALITY**
  - Marketing
  - Communication
  - Image
  - Word-of-mouth
  - Customer needs

- **PERCEIVED SERVICE QUALITY**

- **EXPERIENCED QUALITY**

- **IMAGE**

- **TECHNICAL QUALITY** (WHAT)

- **FUNCTIONAL QUALITY** (HOW)

*Source: Grönroos (1988:12)*
**Perceived service quality**

Perceived service quality is defined as the customer’s assessment of the overall superiority or excellence of the service (Zeithaml, 1988). Grönroos (1988) postulates the quality of a service as it is perceived by customers has two dimensions which are technical or outcome dimension and functional of process-related dimension. Customers' perception of a service will not only be influenced by the outcome of a service (technical dimension), but also the manner in which a service is performed (functional dimension), although the later will be based on a rather subjective evaluation. The outcome (technical dimension) of a service can normally, but by no means can be measured by the customer in an objective manner (Grönroos, 1988).

**Expected quality**

The quality of a service as perceived by the customer is the result of a comparison between the expectations of the customer and his or her real-life experiences. If the experienced quality exceeds expected quality, the total perceived quality is positive. If the expectations are not met by the performance or the actual experience, the perceived quality is low (Zeithaml, 1988).

**Technical quality**

This can be defined as the degree to which the industry is able to do things right as measured against technical industry standard. This includes the systems and infrastructure designed and created to organize delivery of the service in most service industries, the insider knowledge of the process and standards is not well known outside that field. Technical quality has also been termed physical quality by Lehtinen and Lehtinen, (1991) and extrinsic quality by Mels, Boshoff and Deon, (1997).

**Functional quality**

Functional quality is the manner in which services are delivered to customers and represents how the customer experienced the human interactions that occurred during the process. It is the way the service is delivered, rather than the service itself. The hospitality customer goes through many interactions with employees in the creation and delivery of a hospitality experience. A successful meeting is the result of all functional areas of a hotel being synchronize and focused on creating a beautiful symphony. Technical quality must
be in place to facilitate such coordination and allow the employees to work together. Functional quality includes employees’ attitudes, behavior, service mindedness, appearance, accessibility internal reactions and customer contacts (Grönroos, 1988).

Image

Figure above also shows that Gronroos (1984) believes that a third dimension, namely a firm’s corporate image, exerts an influence on service quality. Several factors can influence this image, like the technical and functional quality, price, external communications, and physical location, appearance of the site and the competence and behavior of service firms’ employees (Ghobadian et al, 1993). Gronroos (1984) also points out that if a customer has a positive image of a business (because of one or more of the above mentioned reasons for instance) the customer will tend to find excuses for negative technical or functional quality. If the negative experience with quality however continues, that person’s image of the service provider will deteriorate. In the same way, a negative image may easily increase perceived problems with service quality. In this case of service quality perception, the service provider’s image can be regarded as a filter (Gronroos, 1988).

It is important to note that these various quality dimensions are interrelated (Gronroos, 1984). It can be argued that acceptable technical quality can be thought of a prerequisite for successful functional quality. Gronroos (1984) found that, as long as the functional quality dimension is at least satisfactory, functional quality is more important to overall perceived quality. Where there is no technical quality to talk of however, functional quality alone will not be able to compensate for this (Czepiel, Solomon, Surprenant and Gutman, 1985). Functional quality can however be affected by the satisfaction with the technical service quality (Czepiel et al, 1985).

2.8.2. Service quality dimensions

The SERVQUAL instrument developed by Parasuraman et al (1981) has proved popular, being used in many studies of service quality. As part of their model exploration they concluded that quality involves a comparison of expectations with performance, and thus satisfaction with service is related to fulfilling expectations. The SERVQUAL instrument
measures the five dimensions of service quality which are tangibility, reliability, responsiveness, assurance and empathy.

Parasuraman et al (1985) developed the gap model and the subsequent SERVQUAL instrument designed to identify and measure the gaps between customers’ expectations and perceptions of the service received. Gap 1 is the knowledge gap, which occurs because the organization does not know what customers expect. Gap 2 is the standard gap, which is the gap between management perceptions on customer expectation and service specifications. This gap is as a result of not specifying service that satisfies customers’ expectations of the organization. Gap 3 is the delivery gap which is the difference between service specifications and the service actually delivered. This is as a result of mismatch between actual delivered service and the service specification because of no human policies regarding what standards should be in place and followed. Gap 4 is the communication gap, which is the difference between services delivered and what is communicated about the service to stakeholders. Gap 5 is the gap between service and expectations. This is the discrepancy between customers’ expectations of the service and the perceptions of the actual service performance.

Table 2.4 Servqual model

<table>
<thead>
<tr>
<th>Reliability</th>
<th>Assurance</th>
<th>Tangibility</th>
<th>Empathy</th>
<th>Responsibility</th>
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<td>Word of mouth</td>
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<td>Past experience</td>
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Source: Parasuraman et al 1985
Tangibility
Since services are tangible, customers derive their perception of service quality by comparing the tangibles associated with these services provided. It is the appearance of the physical facilities, equipment, personnel and communication materials. In this survey, on the questionnaire designed, the customers respond to the questions about the physical layout and the facilities that Netone offers to its customers (Parasuraman et al, 1985).

Reliability
It is the ability to perform the promised service dependably and accurately. Reliability means that the company delivers on its promises - promises about delivery, service provision, problem solutions and pricing. Customers want to do business with companies that keep their promises, particularly their promises about the service outcome and core service attributes (Parasuraman et al, 1985). All companies need to be aware of customer expectation of reliability. Firms that do not provide the core service that customers think they are buying fail their customers in the most direct way.

Responsiveness
It is the willingness to help customers and provide prompt service. This dimension emphasizes on attentiveness and promptness in dealing with customer’s request, questions, complaints and problems. Responsiveness is communicated to customers by length of time they have to wait for assistance, answers to questions or attention to problems. Responsiveness also captures the notion of flexibility and ability to customize the service to customer needs (Parasuraman et al, 1985).

Assurance
It means to inspire trust and confidence. Assurance is defined as employees’ knowledge of courtesy and the ability of the firm and its employees to inspire trust and confidence. This dimension is likely to be particularly important for the services that the customers perceives as involving high rising or about which they feel uncertain about the ability to evaluate. Trust and confidence may be embodied in the person who links the customer to the company, for example the marketing department. Thus, employees are aware of the
importance to create trust and confidence from the customers to gain competitive advantage and for customers’ loyalty (Parasuraman et al, 1985).

**Empathy**

It means to provide caring individualized attention the firm provides its customers. In some countries, it is essential to provide individual attention to show to the customer that the company does best to satisfy his needs. Empathy is an additional plus that the trust and confidence of the customers and at the same time increase the loyalty. In this competitive world, the customer’s requirements are rising day after day and it is the companies’ duties to their maximum to meet the demands of customers, else customers who do not receive individual attention will search elsewhere (Parasuraman et al, 1985).

2.9 The relationship between employee motivation and service quality

The main agenda of employee motivation and service quality is to improve the firm’s sales and profitability. Yoon and Suh, (2003) postulated that employee motivation is directly linked with service quality as motivated employees are always able to deliver best quality of services to customers. A team of highly motivated employees is capable of identifying and satisfying the need and demand of subscribers at Netone. To add more, satisfied workers display their views and suggestions regarding how to improve the quality of services offered at its best. Hallowell, (1996) portrays that a motivated worker is able to deal with different types of subscribers in a more effective manner. Further, he also initiates reviews and feedback from subscribers regarding the quality of services provided.

Employee motivation plays a significant role in enhancing the company’s profitability and improving operational performance of organizations and quality of goods and services (Silvestro and Cross, 2000). Employee satisfaction is of crucial importance in order to attain quality and profitability especially in the service industry. Bowen and Scheider, (1985) postulated that quality of service is influenced by job satisfaction. Also, Hartline et al, (1996) found evidence that job satisfaction felt by customer-contact employees is associated with service quality. As a result, it is necessary to maintain job satisfaction so as to motivate employees too (Hartline,
Bitner and Zeithmal, (2003) suggested that employees who feel that they are treated fairly by their organization will treat customers better, resulting in greater customer satisfaction.

The view that employee motivation affects service quality has been supported by the Balance theory by Heider, (1958). According to the theory, employees are aware of their surroundings and of the events that take place in their environment through the process of perception. The theory showed a coordination of interrelationships between two parties (employee and customer) and an object (organization) can be either balanced or unbalanced. Heider, (1958) states that a relationship system is balanced when there is high satisfaction with both employee and customers that is, if two people have the same attitude towards the object and is unbalanced if two parties are involved in a relationship with each other and their attitudes differ towards the object. On the basis of attitude strength to the employee dyad, the employee had a more stable attitude toward their company and the quality of the services provided. If employees are satisfied with their jobs they will be more involved in their organization, and they are more dedicated in delivering high quality service that satisfies customers (Piercy, 1995). Also, customers can change from their negative attitudes towards the service by observing positive consequences that result from positive attitude of the employee (Homans, 1961).

2.10 Empirical evidence

Farah Mariam ABDI MBA (2018) in his research titled, ‘The impact of employee motivation on quality of service offered to bank customers (Case Study of Equity Bank)’. The main objective of this research study was to determine the impact of work environment, employee training and development and employee empowerment on quality of service offered to banks customers. A descriptive research design was used to address the research problem. Primary data was collected through administered questionnaires in the field. The study concluded that employee motivation has a great effect on quality of service offered to banks customers. The work environment has been designed such that employees have reach to free flow of exchange of information. Also, training should be offered to increase efficiency and management time. The study recommends that the firms should look for other areas that the staff would like changed.
Rose Godwin Lyimo (2005) in her research titled, “An assessment on the contribution of employee motivation in providing quality service in the banking sector (Case Study of Akiba commercial bank PLC Tanzania.)” The objective of this study was to assess the contribution of employee motivation in providing quality customer service. Questionnaires, interviews and other secondary sources were used to collect data. Quantitative approach was used and both non-probability and probability sampling administered among employees and customers of ABC in order to ensure maximum representation of all levels of employees from different departments. The findings show that there are effective packages which motivate employees for better service quality offered by organization which are training opportunity, working conditions, promotion and availability of incentive package and involvement in decision making.

Maxmillian, (2009) in his research on Motivation- Away to Retain key Employees in Slovak came up with the observation that people are a common and essential element of any organization and constitute its human resources, who use their creative powers and work skills, create new values reflecting in the prosperity and competitiveness of the organization. Hence the success of the organization depends primarily in the satisfaction of its employees. Tis study concentrated more on employee motivation which is part of our study and hence the researcher adopted it to the study.

Okan, Safakli and Mustafa (2012), did a study on Universality of Factors motivating employees in Banking Sector of Northern Cyprus. Their study revealed that the most important factors motivating employees are equitable wage and promotion, extended healthy benefits and working environment. Furthermore when compare with a similar study in Finland, it is found that the most important factor motivating employees in both countries is wage. The study was conducted in a developed country while the researcher study is focused in the banking sector located in Tanzania as a less developing country.

2.12 Chapter summary

This chapter discusses the literature review based on the research objectives of the study. It also highlighted the empirical literature review on the effects of employee motivation on
service quality. All the above studies provide us with a solid base and give us great ideas regarding employee motivation to deliver quality service. They also give the results and conclusions of those researches already conducted on the same subject for different companies, industries and countries from different aspects. The next chapter details the research methodology adopted by the researcher in gathering information needed to answer the research problem.
CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction
This chapter presents a brief description of the methods used in this study. It includes a description of the research design, study site, the sampling procedure, type of data, methods of data collection, and data analysis techniques. It also looks into the ways and procedures used by the researcher in the collection of data both from the organization and the target respondents. A summary of the chapter concludes the section. Saunders (2000) defined research methodology as the analysis of, and rational for the particular method or methods used in a given study and in that type of the study in general. This chapter covered the methodology that was used for gathering data thereby presenting justification for the research design as well as the target population.

3.1 Research Design
According to Cooper and Schindler (2003), a research design is a plan and structure of investigation so conceived as to obtain answers to research questions. Kerlinger as cited by Rao (1995) defines a research design as the plan, structure and strategy of investigation conceived, so as to obtain answers to research questions and to control variance. The research design therefore is a plan for the entire research study that gives the framework of the research’s plan of action. In this research, the researcher had no control over the variables and could only research and report on what is actually happening on the ground, implying that the research was based on qualitative information. Questionnaires were used to obtain qualitative data pertaining to the topic under study. The study adopted a survey research design to investigate the effects of motivation on the quality of services delivered to customers by Telecommunications industry. Survey design was considered most appropriate because the study relied on opinions provided by the respondents which could only be captured through a survey research design.
3.2 Research approach

3.2.1 Qualitative Research

The qualitative research was used to carry out an analysis on the impact of employee motivation on the delivery of quality services for Netone Cellular pvt (ltd). A qualitative research is an enquiry process of understanding a social or human problem, based on building complex, holistic pictures, formed with words reporting detailed views of informant, and conducted in natural settings (Cooper and Schindler, 2005). Qualitative data was collected to know more about employees’ attitude that cannot be directly observed and measured such as feelings, thoughts intentions and behaviors that took place in the past. Also, qualitative research was used to gain more informed insight and better understanding of employee motivation and its impact on quality service by management of Netone Cellular pvt (ltd) without too much presence about generalizability.

In the study, in-depth interviews and questionnaires were used. This was done by the researcher in order to analyze the impact of employee motivation on service quality of Netone. Qualitative approach was used because of the need to get ideas from the management on how they view employees’ morale and its impact on service quality. Through the qualitative approach the researcher was able to dwell on the nature of information that employee respondents provided. Considering that qualitative enquiry is “analytic and interpretative”, this method assisted in interpreting data obtained during qualitative research. Through detailed qualitative research, employee motivation and its effects was analyzed in terms of improving service quality.

3.3 Target Population

Coollican (1990) defines research population as a group of individuals that have one or more relationships in common that are of interest to the researcher. It also referred to as a full set of cases from which a sample is drawn; the items that have one or more characteristics in common that are of interest to the study (Saunders, 2007). According to Griffin (2006), a target population is a population which the researcher intends to draw a sample from. The target population will comprise of 600 managerial and non-managerial employees and users of the telecommunications services within Harare Central Business District. Not every member of the population was
observable for the reasons of cost and time therefore the researcher used the sample to overcome the problem.

3.4 Sample Size and Sampling Techniques

A sample acts as a representative of the whole population. This researcher opted to do a census of the population. The information gathered from the sample will be generalizing the findings which would have been drawn if the whole population was used for data collection. The sample will consist of two hundred and fifty (250) respondents who will be chosen using the random sampling method. This is because the company has outlets that are situated in Harare, and customers come from different places. Surveying the whole population increases and enables the results to be generalized. In order to obtain a representative sample size of Netone Staff, managerial and non-managerial personnel, random sampling technique was used. Random sampling was used because each has an equal chance of being picked. It was also used because it provides accurate results and is reliable to depend on the results from a sample since results will be general and easy to interpret. However, this method has a limitation of that it relies on the availability of a complete population list (sampling frame) but was used because it allowed the researcher to project sample results to the target population free from sampling bias.

3.5 Research Instruments

Research instruments are tools used by the researcher to collect data (Robson, 1993). There are various methods used to collect data and the choice of data collection tool will depend on the design, reliability and validity and the nature of the data to be collected.

Desk research, face-to-face interviews for the purpose of gathering primary data and a self-administered questionnaire will be data-collecting tools. Qualitative secondary information from a variety of sources was gathered, i.e. previous Studies, Brochures, Web page, Reference books, Journals, Online journals, Newspaper and Magazine Articles, Taped interviews, News report views. Quantitative data from Netone Cellular Reports and other companies in telecommunications industry are collected and analyzed to compare and contrast the effect of employee motivation. Secondary research has the advantage of making use of already available
stored data. The face-to-face interviews and self-administered questionnaires will be helpful in collecting new primary data from the field.

3.6 Primary data
According to Peterson (2000), primary sources are directed explanations or descriptions of events. Bougie (2009) states that primary data refers to information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study through the use of interviews and questionnaires. Primary data is a useful tool for obtaining data from a case being studied. The information that will be obtained will up-to-date and relevant to the problem at hand. This is used because it has control over data accuracy and relevance to the problem. Questionnaires will provide the researcher with the views of employees and other members of the organization about the motivational activities in place. The major drawback of primary research was that of being time consuming.

3.7 Secondary data
Secondary data refers to sources of information which contains previously published data that is collected by individuals rather than the researcher for the research work. It also involves second hand data from secondary sources both internally and externally as the information will be easily accessed. Although secondary data generalize information from other settings which may not match the case in this study, it will be less expensive to use than other data collection techniques. Lesser effort and time will also be required by the researcher to gather information from secondary sources. Sources of secondary data are not difficult to access. They are easy to use since most of them are indexed and electronic search tools can be used to ease the use of files. The researcher will also use secondary data to acquire findings from related researches done by other researchers which may be useful in this study. Examples of sources of secondary data include the company records, literature review from textbooks and the internet. Secondary data proved to be authentic, reliable and well acceptable in academic circles thus the researcher found it useful.
3.8 Questionnaires

A questionnaire is a method of gathering information from respondents about attitudes, knowledge, beliefs and feelings. It also includes all techniques of data collection in which the person is asked to respond to a set of questions in a predetermined order (Saunders et al, 2007). The questionnaire had both closed and open ended questions. In this case, structured questionnaires were designed which are easy for respondents to complete. The use of questionnaires reduces manipulated or corrupted responses since respondents gave a personal opinion without the researcher’s or other’s influence. Anonymity and privacy encouraged honest and unbiased responses and a pilot study was conducted so as to validate the questionnaires. Also, the respondents had enough time for thinking and verifying their responses as they were not under pressure to respond with immediate effect. Its drawbacks include time consuming as they need to keep following the respondents requesting them to fill the questionnaire and also, questionnaires did not allow probing so answers which needed explanations and clarity were not achieved.

3.9 Measurement scales

In the present research, two different scales are used, namely nominal and ordinal. A nominal scale is a figurative labeling scheme in which the numbers serve only as labels or tags for identifying and classifying objects (Malhotra and Birks 2006). For example, respondents are categorized by gender using a nominal scale. Conversely, an ordinal scales allows respondents to specify if an object possesses more or less of a characteristic since an ordinal scale is a ranking scale in which numbers are assigned to objects to indicate the relative extent to which the object possess some characteristic (Malhotra and Birks 2006). The nominal scale applied in this research is a Likert scale which asks respondents to indicate the extent to which they agree or disagree with the statement about a given object (Hair, Bush and Ortinau 2009). The original seven point format from Rensis Likert (Hair, et al 2009) is thus used in this research as the literature suggests that a Likert-type response scale length of five to eight answer alternatives is desirable (Lietz 2010). Hence, a neutral option (neither agrees nor disagrees) is included since it increases validity and reliability of the response scale (Lietz 2010). Generally speaking, a Likert
scale has been chosen for this research due to its widespread use in empirical research, enabling the researcher to adopt items used in previous research.

3.10 Validity of data and Reliability of instruments

3.10.1 Validity of Instruments
Saunders et al, (2003) explains validity as determining whether findings are really about what they appear to be to the researcher, what she tries to measure if it was actually and accurately measured. Validity is concerned with the soundness effectiveness of measuring instruments, thus answering questions on what the test measure and how well it was measured free from errors. The interviews, observation and questionnaires were useful to the research because the researcher was able to analyze the actual factors that motivate employees to deliver quality service.

3.10.2 Reliability of Instruments
Saunders et al, (2003) referred reliability as meaning consistency and determine if the measure will yield the same results on the same occasion or will similar observations be reached by another observer. Reliability also highlights the transparency, thus determining the sense made from the data if it has managed to measure what was intended. Observations, interviews and questionnaires will enable the researcher to check for consistency in response.

The researcher will apply both primary and secondary methods of collecting data so as to acquire as much relevant information as possible. The use of both methods is justified in the following sub-topics.

3.11 Data presentation and analysis
Data collected were summarized and presented in various forms, including tabulation, and diagrammatic presentations. Tabulation enables comparison to be made easily among classes of data and takes up less space than data presented in narrative form. Data collected were summarized and analyzed to generate meaningful information for recommendation. Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of
highlighting useful information, suggesting conclusions, and supporting decision making. Methods of data analysis will mainly use percentiles and simple rank ordering.

3.12 Chapter Summary
In this chapter, issue of population and sampling method and validity and reliability of instruments were addressed. Generally, all the research design and instruments to be used will be of great help to the researcher because he can manage to get all the necessary information required to answer his question and objectives.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction
This chapter focused on the research design, population and sample, sampling procedures, research instruments, data collection and analysis procedures. This chapter focuses on the research findings and how they relate to the reviewed literature as discussed in chapter two. The
data obtained in the research is presented in the form of tables, charts, graphs and figures then analyzed and finally interpreted.

4.1 Questionnaire presentation and analysis of responses

Table 4.1: percentage distribution of the response rate  n=250

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Number of questionnaires issued</th>
<th>Number of questionnaires returned</th>
<th>Percentage of response rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial staff</td>
<td>180</td>
<td>154</td>
<td>86</td>
</tr>
<tr>
<td>Non-managerial staff</td>
<td>70</td>
<td>46</td>
<td>66</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>200</td>
<td>80</td>
</tr>
</tbody>
</table>

Source: Primary data

The research issued a total of 250 questionnaires and a total of 200 were filled and returned giving response rate off 80%. However, 50 of the questionnaires received were incompletely filled to such an extent that they were deemed spoiled. This was sufficient for the study as indicated in table 4.1.

4.2 Demography

Table 4.2.1 below illustrates the demographic profile of respondents. The table illustrates the proportion of males in relation to females, their marital status, age and level of education of those who participated in the research study.

Table 4.2: Demographic Profile category

<table>
<thead>
<tr>
<th>Category</th>
<th>PERCENTAGE</th>
<th>NUMBER OF RESPONDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENDER: MALE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MALE</td>
<td>55%</td>
<td>110</td>
</tr>
<tr>
<td>FEMALE</td>
<td>45%</td>
<td>90</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>200</td>
</tr>
<tr>
<td>AGE: 18-30YRS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-30YRS</td>
<td>22.5%</td>
<td>45</td>
</tr>
<tr>
<td>30-40YRS</td>
<td>36%</td>
<td>72</td>
</tr>
<tr>
<td>40-50YRS</td>
<td>25.5%</td>
<td>51</td>
</tr>
<tr>
<td>ABove 50yrs</td>
<td>%</td>
<td>Total</td>
</tr>
<tr>
<td>------------</td>
<td>----</td>
<td>-------</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>32</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education Level</th>
<th>%</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Cert ‘A’ Level</td>
<td>5.5</td>
<td>11</td>
</tr>
<tr>
<td>Diploma</td>
<td>9.5</td>
<td>19</td>
</tr>
<tr>
<td>Degree</td>
<td>44</td>
<td>88</td>
</tr>
<tr>
<td>Masters</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Professional</td>
<td>11</td>
<td>22</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work Experience</th>
<th>%</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Less Than A Year</td>
<td>14.5</td>
<td>29</td>
</tr>
<tr>
<td>1-5</td>
<td>34.5</td>
<td>69</td>
</tr>
<tr>
<td>5-25</td>
<td>30.5</td>
<td>61</td>
</tr>
<tr>
<td>More Than 25</td>
<td>20.5</td>
<td>41</td>
</tr>
</tbody>
</table>

**Source:** Primary Data

### 4.2.1 Gender

Respondents were asked to their gender and the following data was obtained. To analyze the gender the result established that majority of respondents accounting for 55% were male while female were 45%.

### 4.2.2 Age

To analyze the age of respondents the result established that the majority of respondents accounting for 36% were aged between 30-40 years while 22.5% were aged between 18-30, 25.5% were aged between 40-50 years and 16% were aged 50 and above as indicated in Table 4.1 below. This implies that the respondents were knowledgeable to comprehend the questions asked.
4.2.3 Professional qualifications
To analyze professional qualification of managerial and non-managerial personnel the result established that the majority of respondents accounting for 44% had a degree qualification, 30% had masters, 11% had professional, 9.5% had diploma and 5.5% had ‘A’ level qualifications as shown on the table 4.3 below. This implies that the data received from the respondents was precise as the respondents were able to comprehend the questions asked.

4.2.4 Work experience
The research reviewed an aggregate of 34.5% of the respondents, who worked with the service between 1-5 years, 30.5% had worked 5-25 years, 20.5% had worked more than 25 years and 14.5% been the least who worked less than a year.

4.3 RELIABILITY AND VALIDITY TEST
Factor analysis confirmed the construct validity of the Work Motivation Scale as a measure of Alderfer’s (1992) ERG model of need motivation.

4.3.1 Reliability Test
A scale reliability using SPSS 20 was computed in order to purify the scales prior to the final testing. The alpha values for employee motivation and service quality are 0.886 and 0.884 respectively. Each construct surpassed the minimum requisite of 0.7, ensuring sufficient reliability (Nunnally, 1978).

Table 4.4 reliability coefficients

<table>
<thead>
<tr>
<th>Construct</th>
<th>Number of items</th>
<th>Cronbach’s co efficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effects of employee motivation</td>
<td>7</td>
<td>0.886</td>
</tr>
<tr>
<td>Influence on service quality</td>
<td>6</td>
<td>0.884</td>
</tr>
</tbody>
</table>

Source: primary data
4.3.2 Validity Test

Construct validity is the ability of a test to produce results in keeping with some criterion within the same time frame (Selitiz, Wrightsman and Cook, 1976). A construct validity was satisfied in this research, in that there was convergent and discriminant validity. The average variance extracted (AVE) from all constructs shown in table 4.16 exceeds the minimum criterion of 0.50, hence ensuring convergent validity (Fornell and Lacker, 1981). Formula to calculate average variance extracted was taken from Hair et al, (1981).

Table 4.5 Average variance extracted

<table>
<thead>
<tr>
<th>Construct</th>
<th>Number of items</th>
<th>Average variance extracted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee motivation</td>
<td>7</td>
<td>0.569</td>
</tr>
<tr>
<td>Service quality</td>
<td>6</td>
<td>0.632</td>
</tr>
</tbody>
</table>

Source: Primary data

The measurement scales were analyzed for discriminant validity and table above was used to highlight the AVE variance values for the constructs. The AVE for the effects of employee motivation was 0.569 and 0.632 for the influence of service quality.

4.4 Factor Analysis

Exploratory factor analyses were conducted separately for each variable, using principal component factoring and the Oblimin rotation method. In interpreting the factors, the researcher used the guideline provided by (Hair, Black, Babin, Anderson and Tatham, 2006) where a loading of 0.50 or greater on one factor are considered. The appropriateness of exploratory factor analysis was considered by examining the correlation matrix of the variables. The Kaiser-Meyer-Olkin measure of sampling adequacy was over .5 in all investigations. The Bartlett test of sphericity showed that the correlation matrix has significant correlations (p = 0.869 for all variables), which indicated very good overall sampling adequacy (Hair, Anderson, Tatham and Black, 1998).
Table 4.6: pattern matrix

<table>
<thead>
<tr>
<th>Component</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>EM1</td>
<td>.749</td>
<td></td>
</tr>
<tr>
<td>EM2</td>
<td>.710</td>
<td></td>
</tr>
<tr>
<td>EM3</td>
<td>.718</td>
<td></td>
</tr>
<tr>
<td>EM4</td>
<td>.806</td>
<td></td>
</tr>
<tr>
<td>EM5</td>
<td>.762</td>
<td></td>
</tr>
<tr>
<td>EM6</td>
<td>.741</td>
<td></td>
</tr>
<tr>
<td>EM7</td>
<td>.784</td>
<td></td>
</tr>
<tr>
<td>SQ1</td>
<td></td>
<td>.751</td>
</tr>
<tr>
<td>SQ2</td>
<td></td>
<td>.840</td>
</tr>
<tr>
<td>SQ3</td>
<td></td>
<td>.789</td>
</tr>
<tr>
<td>SQ4</td>
<td></td>
<td>.788</td>
</tr>
<tr>
<td>SQ5</td>
<td></td>
<td>.786</td>
</tr>
<tr>
<td>SQ6</td>
<td></td>
<td>.813</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

**Source**: Primary data

A high value of KMO measure implies a factor analysis as a useful data in research which the value close 1.0, whereas low value (less than 0.5) of KMO indicates that the sampling is not adequate and that remedial action should be taken (Marinova, Cui, Marinov and Shiu, 2011). Otherwise if the Bartlett’s test of sphericity is less than 0.05, the result is considered as acceptable. In this study, the KMO measures of sampling adequacy are close 1.0 (employee motivation is 0.523 and service quality is 0.854) and the Bartlett’s test of sphericity indicates that, all of the factors are below 0.05. Based on these results, this factor analysis is confirmed as applicable data, and all of the factors are valuable data.
The pattern matrix above gives a summarized pattern of variables and the components that they measure. It gives the variables under the components that they really measure and also shows the cross loadings which are useful for developing accurate measurement instruments. The result shows that the variables measure what they were set out to measure given the values above .5 for agreeing with the statements.

4.5 HYPOTHESIS TESTING

This part of the thesis is aimed at analyzing the hypothesis of this research study. The hypothesis ‘employee motivation has a significant impact on service quality’ was analyzed using regression analysis after running the SPSS version 20. The hypothesis testing process is discussed fully below.

4.5.1 The effects of employee motivation on service quality

The hypothesis stated that, employee motivation has a significant relationship towards delivering quality service. Table 8 shows regression co efficient of the two constructs.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-.571</td>
<td>1.037</td>
<td>-.551</td>
</tr>
<tr>
<td></td>
<td>Employee motivation</td>
<td>.913</td>
<td>.038</td>
<td>.863</td>
</tr>
</tbody>
</table>

a. Dependent Variable: service quality

Source: primary data

The table 4.7 above shows that the perceived level of employee motivation has a significant effect on the delivery of service quality. In reference to standardized coefficients it is evident that the nature of work, status and prestige, satisfactory material rewards, job security, physical working conditions and challenging and exciting job has strong positive effects on the delivery
of quality service at Netone. This is evidenced by a beta weight of .863 at a significant value of .000. Therefore the researcher should accept the hypothesis which states that employee motivation has a significant effect on service quality at Netone. Table 4.8 show the correlation analysis of the factors influencing employee motivation which affect the delivery of service quality
Table 4.8 Correlation analysis of factors influencing employee motivation on service quality

<table>
<thead>
<tr>
<th></th>
<th>Helpful and fair leaders</th>
<th>Status and prestige</th>
<th>rewards</th>
<th>Job security</th>
<th>Good working condition</th>
<th>Challenging and exciting job</th>
<th>Word done appreciated</th>
<th>Service Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helpful and fair leaders</td>
<td></td>
<td></td>
<td>.617</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.658</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>200</td>
<td>.000</td>
<td>.200</td>
<td>.200</td>
<td>.200</td>
<td>.200</td>
<td></td>
</tr>
<tr>
<td>Status and prestige</td>
<td>.617</td>
<td>1</td>
<td>.449</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.608</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>200</td>
<td>.480</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Rewards</td>
<td>.502</td>
<td>.449</td>
<td>1</td>
<td>.590</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.621</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.200</td>
<td>.200</td>
<td>.200</td>
<td>.200</td>
<td>.200</td>
<td></td>
</tr>
<tr>
<td>Job security</td>
<td>.495</td>
<td>.480</td>
<td>.590</td>
<td>1</td>
<td>.589</td>
<td>.000</td>
<td>.000</td>
<td>.689</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.200</td>
<td>.200</td>
<td>.200</td>
<td>.200</td>
<td></td>
</tr>
<tr>
<td>Good working conditions</td>
<td>.505</td>
<td>.438</td>
<td>.493</td>
<td>.589</td>
<td>1</td>
<td>.000</td>
<td>.000</td>
<td>.673</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.200</td>
<td>.200</td>
<td>.200</td>
<td></td>
</tr>
<tr>
<td>Challenging and exciting job</td>
<td>.528</td>
<td>.445</td>
<td>.425</td>
<td>.516</td>
<td>.567</td>
<td>1</td>
<td>.000</td>
<td>.704</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.200</td>
<td>.200</td>
<td></td>
</tr>
<tr>
<td>Work done appreciated</td>
<td>.551</td>
<td>.477</td>
<td>.575</td>
<td>.627</td>
<td>.557</td>
<td>.577</td>
<td>1</td>
<td>.697</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.200</td>
<td></td>
</tr>
<tr>
<td>Service Quality</td>
<td>.658</td>
<td>.608</td>
<td>.621</td>
<td>.689</td>
<td>.673</td>
<td>.704</td>
<td>.697</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.200</td>
<td></td>
</tr>
</tbody>
</table>

Source: primary data
The correlation analysis designated that challenging and exciting job has a significant highest value ($r=.704$), followed by appreciation for job well done that has the value ($r=.697$). The third factor which exerts considerable impact on service quality is job security ($r=.689$). Also, good physical working conditions is very critical and it has a positive association with the delivery of quality service with the value of ($r=.673$). Helpful and fair leaders ($r=.658$) is the fifth factor on the ranking of factors that influence employee motivation and has a perfect correlation with service quality. Satisfactory material rewards is the second from last and has the value ($r=.621$). The factor ranked lowest is status and prestige with the value of ($r=.608$). This implies that status and prestige has a positive association with the motivation for employees which affects the delivery of quality service.

4.6 Discussion of the findings

The study assessed the impact of employee motivation in providing quality service at Netone. The researcher came up with the hypothesis which states that employee motivation has a significant impact on service quality. The findings in this study revealed that there is a positive relationship between employee motivation and service quality. The hypothesis tested whether employee motivation has a significant impact towards the delivery of quality services. The findings revealed that there is a positive relationship between the two variables. Employee motivation is directly linked with service quality as motivated employees are always able to deliver best quality of services to customers (Liao and et. al., 2009). Also motivated employees provide their views and suggestion regarding how the quality of services can be improved at its best. The findings were empirically validated by Yoon et al (2000) who stated that there is a relationship between employee motivation and service quality and work effort influences employee service quality directly as well as through job satisfaction. The model proved that relative to work effort and job satisfaction are better indicators of employee service quality (Beatty, 2001). Therefore, there is no doubt that poor quality service was greatly caused by low level of employee motivation.

Also, the service profit chain was tested by Hartline et al, (1996) and the findings proved that employee motivation is positively correlated to service quality. They also have a positive impact on customer satisfaction. Heskett t al (1994) said that the service profit chain which puts “hard”
values on “soft” measures to help management link the internal service quality with employee motivation, royalty and productivity, and then creating high-service value to the customers.

The positive relationship is in line with other researcher’s findings by Rose (2015), Farah (2018) and Wa-Mwachai (2012). They all find that quality services is determined by whether the employees are or not satisfied with their job. These results imply that management at Netone should engage more on internal customers so as to produce quality results.

4.7 Chapter Summary
This chapter has highlighted results and findings. The first section provided an analysis of demographic data of the respondents; the second section dealt with the validity and reliability of the measurement scales used. The third section dwell much on the regression results and analyzed the findings. In chapter five results will be discussed and relevant conclusions and relevant recommendations made with regards to employee motivation.
CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
The previous chapter focused on data presentation, analysis and discussion of findings. The present chapter focuses on summary of findings of the study, draws conclusions from the study and also makes some recommendations from the study and areas of further research suggested.

5.1 Summary of findings
From the study, the researcher’s subject was to assess the impact of employee motivation on service quality using Netone case study. The objectives of this research study were to evaluate the perceived level of employee motivation at Netone, to evaluate service quality delivered at Netone and lastly to establish the effects of employee motivation in delivering quality service. A synthesis of different author’s ideas in literature review was done in order to assess the generalizations present in the current body of knowledge. The researcher used both theoretical and empirical data for strong analysis of previous work that is already available forth hand. A survey research design was adopted so as to establish the effects of employee motivation on service quality. Also, random sampling technique was used to select employees at Netone who provided responses to the questions from generalizations of this study were derived from.

The findings revealed that that there is a strong relationship between employee motivation and service quality. This implies that the higher the employees are motivated, the higher the level of quality of services they deliver to customers. The research findings were then used to come up with the following conclusions and recommendations.

5.2 Conclusions
In the light of the findings above, it can be concluded that there is a strong positive and significant relationship between the two construct which are employee motivation and service quality. Highly motivated staff delivers the best quality of services to the customers. Therefore,
there is a relationship between employee motivation and service quality. On the same point of view, evidence from the study also shows that there is a positive relationship between employee motivation and service quality.

5.3 Recommendations
From the findings and conclusions above, the following recommendations were suggested by the researcher to Netone so that they take corrective actions to motivate their employees which will result to quality services to customers.

Netone should improve its social network platforms such as whatsapp, facebook and twitter where customers can register their complaints and there should be a systematic procedure for handling customer complaints. Also, it must not be difficult and stressing to raise a complaint so Netone should offer a customer complaint desk and suggestion box so that the firm knows what is it that our customers need to be improved. Complaint handling process should be done within the minimum period of time so that customers may not be offended. Creativity should be encouraged so that a wider experience of employees is put in place when designing policies concerned with service delivery.

Netone should employ employee motivation tools so that they motivate each and every employee since what motivates one person might not motivate another. It is understood from this research that service organizations such as the one under review (Netone) need to have a better understanding of the expectations of customers. The achievement of the objective will enable them to deliver quality service to enhance customer satisfaction and attain customer loyalty including retention. Since customers by nature have two levels of expectations, the desired and acceptable, it is recommended that management of Netone should research on these expectations in order to provide the right services at the right time to meet expectations due to technological changes.

When performing the Human Resource functions, the company should take the following into consideration; Netone should keep their employees motivated in order to lower the turnover rate and also to save costs. The company should constantly assess the motivational levels and also what employees need, want or expect from their employer through the use of questionnaires and
interviews. Motivators differ from employee to employee so managers should take time and effort to understand what their employees are looking for in their work and try to meet these needs and wants to the best of their ability.

5.4 Areas for future research

Research should be done on the impact of employee motivation on employee turnover.

Another recommendation for future research is to assess the impact of customer care services on sales volume.

Research should be carried out on the impact of service quality on customer satisfaction.
REFERENCES


Koelemeijer, Kitty (1993), “Perceived Quality of Retail Services: An Exploratory


66


Appendix 1

Bindura University of Science Education

P.O Box 1020

Bindura

The Marketing Manager

Netone Cellular PVT LTD

24 Corner Herbert Chitepo and Enterprise

Harare

Dear sir/madam

RE: PERMISSION TO CONDUCT A RESEARCH AT YOUR ORGANISATION

My name is Makotore Rumbidzai. I am currently a fourth year student at Bindura University of Science Education studying Bachelor of Business Studies Honours Degree in Marketing. I am kindly seeking permission to conduct my research at your company. My research entitled “The impact of employee motivation on service quality”. A case study of Netone cellular pvt ltd.

I would be grateful to be permitted to conduct this research at your organisation.

Yours faithfully,

Rumbidzai Makotore
APPENDIX 2

Formula for Calculating Average Variance Extracted

Average variance extracted = \( \frac{\sum (\text{Standardized factor loadings}^2)}{\sum (\text{Standardized factor loadings}^2) + \Sigma \epsilon_j} \)

\( \Sigma \epsilon_j = \text{Sum of indicator measurement error} \)

= \( \Sigma (1 - \text{Standardised factor loadings})^2 \)

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Standardized factor loadings</th>
<th>Cronbach’s Alpha</th>
<th>Average Variance Extracted</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee motivation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. helpful and fair supervisors and leaders</td>
<td>.749</td>
<td>.886</td>
<td>.569</td>
</tr>
<tr>
<td>2. Status and prestige</td>
<td>.710</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Satisfactory material rewards</td>
<td>.718</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. job security</td>
<td>.816</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. good physical working conditions</td>
<td>.762</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. challenging and exciting job</td>
<td>.741</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. appreciation for work done</td>
<td>.784</td>
<td>.884</td>
<td>.632</td>
</tr>
<tr>
<td><strong>Service quality</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. reliable machines</td>
<td>.751</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. approachable colleagues</td>
<td>.840</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. appealing physical facilities</td>
<td>.789</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. time conscious</td>
<td>.788</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Taking customer needs as precedence</td>
<td>.786</td>
<td></td>
<td></td>
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<tr>
<td>6. opportunity to interact with customer</td>
<td>.813</td>
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</tbody>
</table>
APPENDIX 3

BINDURA UNIVERSITY OF SCIENCE EDUCATION FACULTY OF COMMERCE

DEPARTMENT OF MARKETING

QUESTIONNAIRE

My name is Rumbidzai Makotore. I am a 4th year student at Bindura University of Science Education and I am studying towards Bachelor of Business Studies Honors Degree in Marketing. I am undertaking a research entitled

THE IMPACT OF EMPLOYEE MOTIVATION ON SERVICE QUALITY. A CASE STUDY OF NETONE CELLULAR ZIMBABWE.

Please kindly assist this research by responding to the questions herein by ticking appropriate box or writing in the spaces provided. All information obtained will be solely for academic purposes and be treated confidentially and processed anonymously individual answers will not be divulged to the final recipients to this study.

(Please do not write your name on this questionnaire)

Your time and cooperation is sincerely appreciated.

Yours faithfully

........................
INSTRUCTIONS

- Answer all the questions available to the best of your knowledge.
- Please kindly fill in the gaps and tick one box where applicable.

SECTION A Social and demographic data

1. Gender
   - Male [ ]
   - Female [ ]

2. Age
   - 18-25 [ ]
   - 25-30 [ ]
   - 30-35 [ ]
   - 35-40 [ ]
   - 40 and above [ ]

3. In which department do you work in …………………………………………..

4. For how long have you been employed at Netone Cellular pvt (ltd)?
   a. Less than a year [ ]
   b. 1 to 5 years [ ]
   c. 5 to 25 years [ ]
   d. More than 25 years [ ]

5. What is your highest level of education?
   a. Cert “A” level [ ]
   b. Diploma [ ]
   c. Degree [ ]
   d. Masters [ ]
   e. Professional [ ]

Other (please specify)………………………………………………………………..

SECTION B

The Work Motivation Scale for Measuring Job Satisfaction

Your job: …………………………………………………………………..
Please indicate how strongly you feel that the statement below apply to your job. Indicate for each statement the strength of your agreement of disagreement, on the following scale:

1                           2                         3                       4                          5
Strongly                                     Neither                                           Strongly
agree                                        Agree nor                                    strongly disagree
Disagree

Please give your ratings for the job as it is, and not how you feel it could or should be. From each statement select a number from the above scale to indicate your rating

<table>
<thead>
<tr>
<th>Your job</th>
<th>Your ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Has supervisors and leaders who are helpful and fair</td>
<td></td>
</tr>
<tr>
<td>2  Gives you status and prestige</td>
<td></td>
</tr>
<tr>
<td>3  Provides satisfactory material rewards</td>
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<tr>
<td>4  Has job security</td>
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<td>5  Provides good physical working conditions</td>
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<tr>
<td>6  Is a challenging and exciting job</td>
<td></td>
</tr>
<tr>
<td>7  Is one where good work and hard efforts are appreciated</td>
<td></td>
</tr>
</tbody>
</table>

75
**SECTION C**

**SERVICE QUALITY**

In the table below, tick appropriately. Using a scale of 1-5 tick the appropriate answer from the alternatives, 1- strongly agree 2- agree 3- not sure 4- disagree 5- strongly disagree. Please show your level of agreement to indicate the extent to which the following statements have been applying your organization by ticking your response corresponding to the number in the scale given above in box against statement.

<table>
<thead>
<tr>
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<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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Thank you for your corporation